

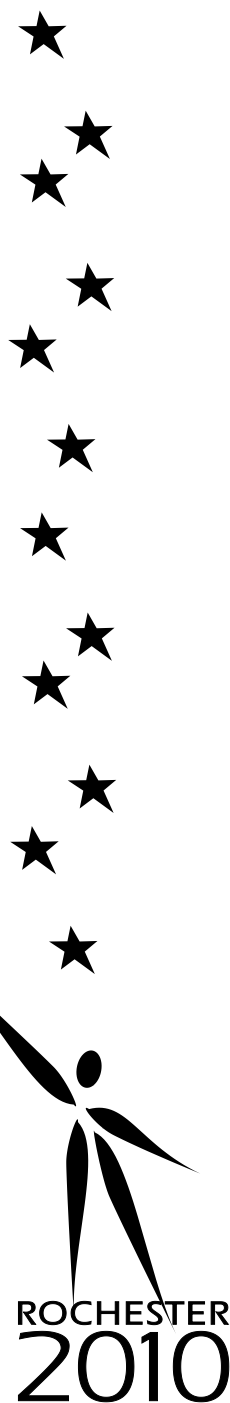
STATE OF THE CITY REPORT



Charting Our Future... **Changing Our Destiny**

Presented by:
**The Honorable
William A. Johnson, Jr.
Mayor, City of Rochester, NY**

**GEVA THEATRE
75 WOODBURY BLVD.
MARCH 4, 2002**





2002

State of the City

Report

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Introduction



Dear Citizens,

This is it. The beginning of my third, and final term as Mayor of the City of Rochester. When I was first sworn-in to office eight years ago—in January 1994—I was convinced that two terms would probably be my limit. But when those eight years were over, I realized there was still too much work to be done, too many projects that were barely underway, and far too much time and energy invested on the part of city residents to help revitalize this community, for me to walk away at this particularly critical time.

So here I am. Thankfully you, the citizens, agreed with me that there was more we could accomplish together, because you chose to re-elect me as your mayor by an overwhelming majority. I truly appreciate your vote of confidence, and I look forward with great anticipation to these final four years.

As I begin term three, I look back at the last eight years with mixed feelings. I am pleased and proud of the many accomplishments and positive changes that have occurred under my administration, but I am acutely aware that there is so much more we must do to achieve my desired goal of making Rochester the best mid-sized city in the country.

I strongly believe this goal is attainable because we are not floundering aimlessly about, attempting to pinpoint exactly what needs to be done. Together, we have already developed and adopted a strong strategic plan that is charting our future and changing our destiny. Our city's comprehensive plan, *Rochester 2010: The Renaissance*, provides a solid framework for us to work within as we implement improvements and plan major projects.

Having an appropriate plan, and outlining an appropriate course of action is essential for the successful revitalization of any urban area. If you recall, when I first ran for this office, I offered to the community my Blueprint for Change, which outlined my vision at that time for the City of Rochester. For the first term of my administration, we followed that Blueprint closely.

Now that we have the Renaissance Plan, it is imperative that every action we embark upon, every project we undertake, every partnership we enter into, be in line and in agreement with the goals outlined in the 2010 Plan. For this reason, the format of this report will change slightly.

While this document will again serve as an informational piece that will detail all of our accomplishments during the past twelve months, those accomplishments will be listed under one of the eleven campaigns that serve as the basis for the Renaissance Plan. As such, some of the campaigns will have many accomplishments listed, while others will have only a few entries, simply because our efforts for the past year have been somewhat concentrated in particular areas with the greatest need. Some of our successes could easily be listed under more than one campaign, because they satisfy multiple goals and objectives, but for our purposes they will be listed only once under the campaign that seems most appropriate.

And while it will become apparent after reading this booklet that some campaigns have experienced more activity than others, it is my hope that you will be encouraged by seeing that all eleven campaigns have made some progress.

We should all view the Renaissance Plan as a kind of road map, a map we are studying and using as a reference guide to outline our future, to chart our path. It is my firm belief that if we chart our future carefully, we can essentially change our destiny. We can become a model mid-sized city that serves as an example to other urban communities across this country.

We've done a lot. You can see some of the changes that have already occurred in city neighborhoods, in our housing stock, in the business community. Major projects, such as the Fast Ferry, the performing arts center, and the downtown bus terminal have been proposed and are currently either in negotiations or under serious discussion.

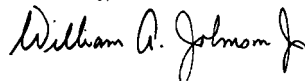
In the coming years, these projects and many more will change the flavor of our city, as well as the greater Rochester region. It's no secret that some challenging times lie ahead, particularly fiscal challenges, but we can't afford to lose the momentum we've built during the past eight years. We've got to work hard to face these challenges, overcome them, and keep moving forward.

In my opinion, there isn't a community in this nation with residents that are more committed to working together to achieve quality of life improvements than the citizens of Rochester. It is now more important than ever to pull together and unite behind the Renaissance Plan to re-energize our city.

I hope you will enjoy reading this report, and that it will remind you of all the good things we've accomplished during the past twelve months.

We already know that Rochester has wonderful amenities to offer the people who live and work here. During these next four years, let's work to make it even better. Then we'll let the rest of the world discover our secret: you're not really living unless you're living in Rochester!

Sincerely,



William A. Johnson, Jr.
Mayor
City of Rochester, New York

Campaign 1 - Involved Citizens

"It is the policy of our city to engage the widest array of our citizens in the safety, upkeep, and renewal of our neighborhoods and community, to provide opportunities for citizens to work together to plan for their collective future and to take actions to realize that future, to celebrate the positive aspects of community life, and to support citizens taking responsibility for using these opportunities to enhance their community."

During the last twelve months, we have continued our efforts to improve the quality of life in all of our city neighborhoods. A number of activities have taken place that continue to move us forward in our quest.

Our award-winning **Neighbors Building Neighborhoods (NBN)** initiative continues to receive widespread recognition. The program, which is a stellar example of citizen involvement in government and community planning, is still growing and expanding, with more area residents participating in NBN activities that are defining the city's renaissance.

In June 2001, the **NBN2** implementation process officially concluded, with 76 percent of the Sector Plans successfully completed; **NBN3** is currently underway. Sector groups are now in the process of organizing their committees and re-engaging the general public to develop a process that will allow for the continual updating of all of the sector plans.

Consultation meetings were also conducted with sector leaders, R2010 campaign conveners, city department representatives, and other NBN part-

ners to mutually agree on the strategies and resources that will be used to amend and implement the sector plans.

A series of citizen planning tools have been created to support this effort, including a Sector Leaders Guide, an R2010 Campaign Conveners Booklet, The Citizens Guide to the NBN3 Update Process Guidebook, and the NBN2 Forecast Report. These written support pieces summarize the types of activities the sectors are engaged in. They also provide an analysis of all of the activities, and those that should be continued or added during the next implementation phase.

Other activities that can be aligned with Campaign 1: Involved Citizens include:

The Fulton Avenue Renewal Project: In cooperation with NET and neighborhood interests, the Department of Community Development implemented a plan for the renewal of Fulton Avenue, a "challenged" street in the Edgerton neighborhood.

Plagued by increasing criminal activity in recent years, including drugs and prostitution, Fulton Avenue had experienced considerable disinvestment, resulting in a significant number of vacant houses and only a handful of owner-occupied homes. To combat these problems, we launched an aggressive program to acquire and demolish vacant homes as a means of reducing density on the street and create sites for new housing.

As a result of our efforts, and with funding from the City and the State of New York, Providence Housing Corporation will construct six two-family homes as part of the first phase of redevelopment. Additional affordable single family homes will be built in the coming year through the efforts of developers such as Flower City Habitat for Humanity and the Home Expo Program.

The Dewey “50 Worst Properties” Project: Staff members from the Dewey NET Office and neighborhood residents identified 50 properties in the Maplewood area that had the worst code violations. NET then focused on bringing these properties into compliance, going so far as to help identify the necessary resources that would help some of the owner-occupants correct their violations. The project was an overwhelming success, with all 50 properties being brought into code compliance within 12 months.

Crime Prevention Academy: Last year, the Dewey Avenue NET Team also completed the planning process to create a crime prevention academy for Maplewood and Charlotte citizens. The academy will provide crime prevention awareness and techniques that will reduce crime incidents and victimization through a free and confidential forum.



The SWEEP Initiative: The South Clinton NET office continued to work with the South Wedge Planning Committee, area neighbors, a local church, and an architect to plan community gardens and streetscapes that are designed to enhance neighborhood harmony and stewardship. The SWEEP Initiative is funded through a Kodak grant.

The Breck Street Project: Sick and tired of the blatant open air drug marketing on their street, Breck Street residents decided to fight back. Residents worked with their NET staff and devised a plan to make dramatic changes in their block.

City Council was instrumental in the plan, voting to allow the street to become one-way for six months as a way to disrupt drug buyers. To compliment this effort, residents also formed a PAC-TAC patrol and held regular block club meetings to keep all residents informed of current plans.

Drug dealers and buyers were quickly sent the message to go elsewhere, that drugs were no longer available on Breck Street. Any problems are immediately reported to the NET office. Additionally, problem tenants, problem landlords, and all property code violations are immediately dealt with.

Breck Street residents are finally seeing a decided difference in their neighborhood, thanks to citizens and City NET staff working together.

The Trust/Aebersold/Miller (TAM) Improvement Project: Last year, Norton Street NET staff partnered with the Rochester Police Department, Group 14621, and concerned residents from TAM to conduct an intensive, specialized initiative on Trust Street to eliminate the high drug sale activity. This “coalition” conducted activities over a period of several weeks in late summer and early fall resulting in the elimination of drug sales on the street. Efforts are now continuing to prevent these illegal activities from reoccurring.

The North Street Improvement Project: The Norton Street NET staff also conducted a concentrated effort, in conjunction with local business owners and the Marketview Heights Neighborhood Association, to deal with nuisance and illegal businesses on North Street.

Through this initiative, many of the problems confronting North Street were resolved with the closing of two problem/illegal businesses, the towing of over 75 junked or unlicensed vehicles, and by bringing several businesses with rampant code violations into compliance.



Speed Watch Initiative: This program was started by volunteers from Sector 4 and coordinated by the Genesee NET office. Speed watch details were started in this area as a result of resident concerns with pedestrian safety because of speeding drivers.

The Lyell Avenue Summit: Lyell Avenue NET staff facilitated the summit to develop a plan that would help neighbors develop methods that would help eliminate the negative activities and accentuate the positive aspects of Lyell Avenue. Approximately 70 residents and business owners came together to take part in planning for the future of their neighborhood.

While much of our citizen involvement centers around neighborhood organizations or sector groups, Rochester residents are making a difference in our community in a variety of ways. Our citizens will pull together quickly to make a difference or to help those in need.

For example, on September 20, 2001, our Rochester firefighters and police officers, together with firefighters from various parts of Monroe County, held a “**Fill the Boot**” fundraiser for the family members of the 373 fire, police, and emergency medical services personnel who were tragically killed in the September 11 attack on the World Trade Center.

Rochester residents gave generously to the cause. The “Fill the Boot” event raised a total of \$860,341, which was presented in New York City by RFD members, along with the \$224,383 raised by the Democrat and Chronicle through their Lend-A-Hand fund.

This past year, our Fire Department also experienced a tremendous outpouring of support from local children.

Students at **School No. 5** on N. Plymouth Avenue raised money by soliciting donations from local businesses, going door-to-door in their neighborhoods, and by giving up snacks at lunchtime. With the money they raised, they purchased toys that were given to small children who lost theirs in fires. Firefighters now carry the stuffed animals on the fire trucks and give them to the children they encounter at fire scenes.

Members of RFD were invited to attend an assembly at **No. 12 School** on South Avenue, where they were presented with a sack of coins that third, fourth, and fifth grade students began collecting after the September 11 tragedy. The students decided to collect any loose change they could gather from family, friends, neighbors, and fellow students. Half of the money collected was donated to the local chapter of the American Red Cross, while the other half was donated to RFD to help the department make the community safer for children.

And students from **No. 22 School, the Rochester Children's Nursery, and the School of the Holy Childhood** presented RFD with checks totaling approximately \$2500, to be given to families of New York City firefighters who died on September 11.

Adult volunteers are also working with the City to make our community a safer place. Our Fire Department, in conjunction with South West Area Neighborhoods (SWAN), initiated a **Community Emergency Response Team (CERT)**. This project trains residents to take responsibility in the event of an emergency, and to provide aid and comfort to their fellow residents until such time that the Fire Department arrives.

Citizens receive eight weeks of training in various aspects of emergency response, including CPR, first aid, the use of a defibrillator, and the operation of fire extinguishers.

It is clear that our city is extraordinary because of extraordinary people of all ages, races, and religions, who are willing to go the extra mile to lend their support to improving our community.

Involved citizens are the cornerstone of the R2010 plan. It's clear that our residents are up to the challenge. They are serious about charting a positive path for the future of Rochester. So far, we're right on course.



Campaign 2 - Educational Excellence

"It is the policy of our city to support the highest quality educational and job-training opportunities for our citizens on a life-long basis, to promote and support our public schools as a focal point of neighborhood activity and pride, and to encourage our citizens to take responsibility for using these opportunities to educate and prepare themselves for work, careers, and responsible citizenship."

Recently, the Rochester City School District found itself facing a serious financial crisis that evoked grave concern from community residents. While this crisis seems to be under control for the moment, the fiscal stability of the School District for the upcoming school year is somewhat questionable.

Most area residents are now aware that while the City of Rochester provides millions of dollars in funding to city schools, the City—including the Office of the Mayor—has no control over the administration of the school budget, nor the actual schools themselves.

Educational excellence, in my opinion, is essential to the health and stability of our city. Without good schools, the urban exodus we have experienced in the past will steadily continue. However, my administration is acutely aware that there are other types of activities we can invest in that will serve to bolster the education of our constituents.

Here are examples of the types of educational activities we have undertaken during the last year that support the policies outlined in Campaign 2 of the Renaissance Plan:

For the sixth consecutive year, the City of Rochester's Bureau of Human Services operated the **Good Grades Pay Program**. Last summer, this program provided actual work experience and vocational opportunities for 318 city youth who have at least a "C" average and have had no behavioral problems in school. The program received the School to Career Best Practices Award from the U.S. Department of Labor for its outstanding success.

We also continued the **Good Grades Pay Ambassadors Program**, which spotlighted 16 exemplary youth employees. The ambassadors received leadership development training and completed a video project focusing on job interviewing skills for students.

The **3Com Corporation** awarded our city a \$100,000 **Urban Challenge Grant**, in conjunction with the U.S. Conference of Mayors. The grant will be used to address the "digital divide" in our community by establishing a community-wide computer help desk.

Additionally, we allocated \$310,000 for targeted youth development programs. These funds were distributed to 14 agencies to serve 1400 local youth.

Our efforts to expose more children to books and encourage reading among youth were also increased last year. Circulation of books and other library materials at our Central Library and our 10 neighborhood branches totaled 1,649,163 in calendar year 2001. This is a 14 percent increase over the 1,448,371 items circulated in the previous year, and also higher than the amount of materials loaned during any of the past 10 years.

The upsurge in library usage can be attributed to two distinct reasons: when the economy is down people borrow books and videos rather than purchase them, and people turn to the library for background information on world events, as evidenced by the nearly 20 percent circulation increase following the September 11 attacks.



The library was also able to greatly expand computer access to the community, thanks to a generous grant of \$247,000 from the **Bill & Melinda Gates Foundation**. The grant money enabled the library to add 60 computer workstations to the Central Library and the branches.

These new workstations are connected to the Internet and include a full array of office and personal software. In 2001, more than 2,000 peo-

ple received computer Internet training in the library lab.

Over 1,100 city children participated in summer reading programs at branch libraries last year. The **Buffalo Bills** sponsored one of the programs, and donated tickets to a Bills game. Rochester children who read the required number of books were entered into a raffle for free tickets.

City staff in our Recreation Division launched a new development project that will infuse youth development practices into recreation operations. This will be a two-year developmental project that will include staff training and a variety of work committees.

The design for the new **Junior Recreation Leader** program was also completed. This internship program will introduce 13-15 year old youth to the world of work, in particular a career in recreation services.

Youth from four City recreation centers participated in the **Underground Railroad Program**. Working with Akwaaba: The Heritage Association, Inc., Rochester Community Television, and Model Tech, the youth were educated about the role Rochester played in the fight against slavery. Participating youth created a video which shared their new found knowledge and served as a fundraising tool to benefit the Austin Steward Memorial.

The **Biz Kids II** Program was instituted. This new phase of the program provides young entrepreneurs with a business advisor and additional training. Participants between the ages of 15-18 can apply for a loan of up to \$500 to operate their businesses.

In keeping with our commitment to Educational Excellence, we conducted an **R2010 Youth Conference** in 2001. The young participants took part in numerous Rochester Renaissance activities and exercises. As a result, these youth now have the opportunity to commit to ongoing participation in R2010 implementation.

While there is no debating the importance of an academic education, we strongly believe it is just as important to educate our youth by providing them with life-saving skills as well.

The Rochester Fire Department, in conjunction with the United Way and the Rochester Firefighters' Local 1071, helped launch "**play safe! be safe!**" a fire education program geared toward pre-school and early primary school children. The program is designed to teach young children the basics of fire prevention, as well as how to respond to specific fire situations.

In an effort to reduce youth violence and criminal behavior, The Dewey Avenue NET office staff partnered with the City School District to form a mentoring program with **John Marshall High School** students in the **School To Work** program. Personal mentoring has proven to provide meaningful alternatives for juveniles who may be headed in the wrong direction.

The program currently has more than 30 mentors who serve as role models and guides, and who encourage the students to dedicate themselves to their studies and to work-place values.

The Police Department and the City School District have also formed a unique partnership to start a new

Police Cadet program at John Marshall High School. The program has been developed to provide students with vocational training and education in the field of criminal justice, with the ultimate goal of becoming a professional police officer.



The program is year-round in its structure, with Cadets required to complete a challenging academic curriculum, as well as to spend time with a counselor to work on physical requirements during the school year. During the summer months, the Cadets serve an internship with RPD. A committed group of teachers and police officers are assigned to work with the students to help ensure their success.

Campaign 3 - Health, Safety, & Responsibility

"It is the policy of our city to support our citizens and families in leading healthy, safe, productive, and self-determined lives. We support our citizens taking responsibility for helping to improve the health, safety, and welfare of themselves and those around them; developing and maintaining safe, clean, attractive neighborhoods that are free from public disorder and nuisances; and recognizing and celebrating examples of good citizenship and personal responsibility."

Health and safety are always areas of concern for any community, but the events of September 11 and the ensuing months have resulted in an increased awareness of the importance of appropriate security measures, as well as health and safety precautions.

As such, a number of **increased security measures** were instituted last fall at City Hall, the Public Safety Building, the City's water supplies, and a number of other municipal buildings in an effort to better protect the citizens of this community while still maintaining a customer-friendly environment.

At City Hall, for example, the number of entrances to the building have been reduced, uniformed security guards are stationed at all entrances at all times, an interior/exterior surveillance camera system has been installed, and all City Hall employees are now required to wear photo ID badges at all times.

Similarly, employees at the Public Safety Building must also wear ID badges at all times, and access to

certain parts of the building has been restricted during off-hours.

Security has also been increased at the City's water supplies. Barricades have been installed to prevent vehicular access to perimeter fencing, security guards patrol the areas, and a remotely monitored surveillance system has been installed.

And to further ensure that our community is prepared for a crisis situation, the Rochester Police Department and the Rochester Fire Department have conducted complete reviews of all aspects of emergency preparedness, including procedures for fires, bomb threats, chemical/biological terrorism, evacuation procedures, and appropriate equipment for field personnel/first responders.

Additionally, the Fire Department received \$200,000 in the last year as part of the **Metropolitan Medical Response Services (MMRS)** grant from the Department of Health and Human Services. The grant has enabled us to train for a response in the event of a medical emergency caused by the act of terrorists. The

same training also readies us for a mass casualty incident. To date, RFD has received a total of \$600,000 for MMRS training.

While the threat of possible terrorism cannot be dismissed, we concentrated most of our activities last year on keeping our citizens safe from crime and violence of a different sort, those type of criminal activities that affect the daily quality of life for residents.

One of the highlights of Year 2001 was the **Drug Summit** held in early December. Sponsored by RPD, over 100 community members representing a broad spectrum of government, business, faith-based, and community organizations convened at the Riverside Convention Center for a frank discussion of issues relating to illegal drugs in Rochester.

The dialogue was facilitated by Jeremy Travis, of the Urban Land Institute, and consisted of four sections: a brainstorming session on the nature of Rochester's drug problem; establishing goals that could be accomplished in one year; an assessment of assets available in the city to achieve these goals; and the potential strategies to address the goals.

Follow-up efforts to the Drug Summit are ongoing. A report on the results of the year long effort will be published near the end of this year.

The **Drug Disruption Detail** was another major initiative aimed at eradicating illegal drug sales and drug use. Operated from July through September, 2001, the purpose of the initiative was to take a radical approach to squelch the increase in both violent crime and drug activity that cropped up in the city during last year's summer months.



An unprecedented presence of uniformed officers on bicycles, on foot, and in traditional police patrol vehicles were utilized to disrupt illegal activities at known street "hot spots" and drug houses.

The final analysis showed that the initiative made a definitive impact on crime during the 73-day detail period. As a result, our violent crime index experienced a moderate rise during the calendar year, rather than the significant increase we were apparently headed toward.

Earlier in July, the **Violence Reduction Initiative** had been instituted in the Clinton, Genesee, and Maple Sections to address the "crescent of violence" that had been identified in those sections. This initiative, which consisted of deploying police personnel on foot and bicycle to create a massive police presence, eventually led to the development of the Drug Disruption Detail after it was learned that illegal drug activity was at the root of the violence problem.

In 2001, we continued our involvement in the **Strategic Approaches to Community Safety Initiative (SACSI)**. This initiative is funded through the Department of Justice and coordinated through the U.S. Attorney's Office. The general idea behind SACSI is to rely on the

analysis of data and other information to guide the community into proactive, rather than reactive, strategic approaches to address crime issues.

Through our partnership with the US Attorney's Office and other stakeholders in this violence reduction initiative, we have been able to obtain comprehensive research concerning the homicide problem in Rochester. As a result, we are able to design strategies and interventions to prevent and reduce targeted crime, thus creating a safer community to live and work in. These efforts have garnered national attention.

To combat significant increases in robberies, each patrol section commander was responsible for implementing a robbery reduction plan specific to their respective sections. The plans included, but were not limited to, strategies for community awareness, prevention, street level enforcement, and investigative follow-up.



As a result of this and other efforts, the City of Rochester experienced a 5.28 percent decrease in Part I crimes, which include criminal homicide, rape, robbery, assault, burglary, larceny, and motor vehicle theft.

To help make our schools safer, in April 2001 an additional 16 police officers were assigned to work at city middle and high schools as **School Resource Officers** through the U.S. Department of Justice's Cops in Schools Grant. A total of 24 School Resource Officers are now placed in area schools. All will receive mandated training through the program this year.

Last year, RPD also updated specific operational plans and enhanced its Crime-Stat process to allow greater accountability to Section Captains and their staffs. Emphasis continues to be placed on violent crimes, related crime patterns, and other significant or high profile crimes that could lead to further acts of violence.

In the wake of severe dog attacks, both locally and nationally, a new **dangerous dog ordinance** took effect in the city in March 2001. This ordinance, among the strictest in the country, drastically increases the fines for stray dogs, and creates a second tier of penalty for the more egregious dog bites, which can include up to one year in jail for the owner.

In addition to the new ordinance, a dog bite prevention program has been presented to concerned citizens, community groups, school children, neighborhood associations, and a multitude of individuals and groups who provide services in the city.

There has also been an increased focus on education and elimination of both dog fighting and cock fighting in our community. RPD also serves as an active member of the multi-jurisdictional Anti-Animal Fighting Task Force.

The Downtown Larceny

Reduction Initiative was instituted when car larcenies became an issue in the downtown area. Staff from the Genesee Street NET Office developed and implemented a program to reduce this type of crime. Written materials were distributed to citizens to raise their awareness, while “sting” details utilizing cars with silent alarms helped to apprehend thieves. Robbery prevention workshops were also conducted for downtown businesses.

To ensure the safety of our children, the **Safe School Passages Program** continued in 2001. South Clinton NET staff, the NBN Sector 7 Committee, RPD, the City School District, and parent and community groups all worked together to assist with the safety of students walking to and from school. The initiative encompasses Monroe Middle School, School Without Walls, and Elementary schools 15, 23, and 35.

The South Clinton NET Office developed and implemented the **Nuisance Abatement Detail** to help deal with resident complaints involving the large number of bars and residents in the southeast quadrant. NET police officers partnered with Fire Department staff to regularly visit bars and restaurants identified by residents as creating nuisances.

RPD and RFD workers monitor operations at these establishments, deal with problem patrons, and work with business owners to prevent future problems. The effort has been very successful in reducing resident complaints.

Last year, the Rochester Fire Department took a deliberate and determined approach to fire prevention and education. The community was invited into the fire stations to

learn more about fire safety.

Partnerships with organizations such as the City School District, Wegmans, and the United Way increased the visibility of the Department's **Community Relations and Education Unit (CREU)**. And a host of individuals and local businesses donated smoke detectors and batteries to be given away and installed free of charge in city homes.

As a result, fatal fires are at an all time low. Only one adult fatality occurred in 2001, and no children have died in a fire since March 2000.

In July 2001, a special donation of 21 smoke detectors designed for people who are deaf or hard of hearing was received from the **SAFECO Insurance Co.** The smoke detectors transmit a radio signal to a receiver which is installed in another room. The radio signal activates a strobe light or vibrating pad, which then alerts the occupant.



The Public Safety Training Facility, a joint venture of the City and the County, is now fully operational. A state-of-the-art facility, the new training center boasts a fully renovated and computerized training tower, two aircraft fire simulators, new classroom facilities, and a new office building.

To help keep our very youngest citizens safe, the Fire Department received a \$6200 grant in 2001 to provide free child car seat safety inspections, and in some cases free car seats, for city residents. The safety inspections will be held at the Quint 5 Fire Station on Gardiner Avenue throughout 2002.

Recognizing and celebrating examples of good citizenship and personal responsibility are a part of the goals outlined for Campaign 3.

The Rochester Police Department is meeting this goal by administering the **“Do The Right Thing”** program. Now in its seventh year, the program has reached new heights, and is moving closer to its targeted goals of reinforcing socially desirable behavior among youth, fostering positive relationships between police and youth, and demonstrating that “good” kids are also newsworthy.

To date, 320 students have been honored, and an additional 2,570 young people have been touched by the program. These children represent all quadrants of the city, since 88 percent of all city schools have participated in the program.

In keeping with the idea of safeguarding the health and safety of this community, the City’s Law Department has been instrumental in various projects that involve development of the river and the port, including Corn Hill Landing and the Fast Ferry Project.

Recently, City lawyers have taken a lead role in addressing the ramifications of the catastrophic train derailment that was responsible for the fire and hazardous materials spill in Charlotte. Our Law Department is seeking to insure that all environmental contamination and damage is com-

pletely taken care of, and that the City is satisfactorily reimbursed for all clean up costs.

Finally, we continue to be concerned about the overall well-being of those in our community who are less fortunate. We continued participation in the **HUD Continuum of Care**, and as such we were responsible for the receipt of \$4.4 million in homeless assistance funds for the Rochester area.



Our Bureau of Human Services was also responsible for operating the **USDA Summer Meals Program** over a 44-day period last summer. More than 230,000 breakfasts and lunches were served to children at 100 sites across the city.

Campaign 4 - Environmental Stewardship

"It is the policy of our city to maintain and enhance, through individual and collective efforts of our citizens, businesses, and governments, the overall quality of our environmental assets and resources (air, land, and water quality), our community's three great waterways (Lake Ontario, the Genesee River, and the Erie Canal), our unique and historic parks system, our open space areas and urban forest, and our clean neighborhood environments."

We are very fortunate in this region to be blessed with an abundance of water, rich soil, beautifully preserved park land, and four distinct seasons that we can experience. In short, we are indeed lucky to have all of these natural amenities readily available to us.

With that privilege comes the responsibility to preserve and protect these resources for the good of our community, and for future generations of Rochesterians to enjoy.

Some of our environmental efforts are major, some minor, but together they combine to maintain order and harmony in our city and our world.

Last year, the NET offices continued the **Get Tough Yard Maintenance Program**, aimed at curbing the urban blight of unkempt yards. At present, approximately 98 percent of properties cited for high grass, weeds, or other yard problems do come into compliance. Fines levied to those property owners who

refuse to come into compliance help pay for private lawn services to cut grass and weeds.

Project Resub is a new initiative unique to the Lyell Avenue NET Office. Developed in 2001, it is currently a pilot program that allows property owners an opportunity to purchase City-owned unbuildable lots for \$1.00, or to obtain garden permits to beautify buildable City-owned vacant lots.

This program, which will be rolled out this year, has the potential to increase the number of flower gardens or "green spaces" in the city.

The **Best of the Block** program continued in 2001. The program, sponsored by the Webster NET Office and NEAD, honors homeowners who beautifully maintain their homes and gardens.

Our two City cemeteries, Historic Mt. Hope and Riverside, engaged more than 400 volunteers last year to help with grounds restoration, adopt-a-plot projects, gardening chores, cemetery tours, and other activities.

Additional unused inventory was identified at Mt. Hope, adding approximately 2200 graves to the inventory, while new sections opened at Riverside totaling over 3500 graves.

Our Parks Department was busy during 2001, working hard to preserve and expand our green spaces.

The Parks Division implemented a program to protect park trees from “lawnmower disease,” and also implemented a program to train unemployed persons in parks maintenance as a way to supplement current parks staff.



We also received the **2001 NYCOM Local Government Achievement Award for the Flower City Looking Good Program**, and we were selected to participate in the final stage of the “**Nations in Bloom**” **International Award Competition** in Shenzhen, China. Unfortunately, we withdrew our candidacy in this competition due to travel difficulties following the September 11 tragedy.

During the past year, our Forestry Division planted a total of 450 new trees, removed 617 trees, pruned 6,844 trees, and removed 202 tree stumps. Additionally, a tree fertilizer application program was initiated. Approximately 150 trees were fertilized in late fall.



Our Forestry staff also received training in New York City's and Chicago's **Asian Long-Horned Beetle Control** programs, to increase our awareness of this new pest and to help us prepare in case the beetle should move to this area.

One of our largest efforts in the area of Environmental Stewardship is the **Housing Rehabilitation and Lead Paint Hazard Reduction Project**. Lead poisoning is regarded as the most significant public health threat confronting low-income children in older urban centers such as Rochester.

To help eliminate this threat, a total of \$1.1 million will be spent between 2001-2002 to address lead paint hazards in approximately 125 homes. Through Rehab Rochester, eligible participants will have lead paint hazards eliminated from their homes. To be eligible, households must have an income that does not exceed 60 percent of the median family income and be home owner-occupants.

Campaign 5 - Regional Partnerships

"It is the policy of our city to promote the concept of Rochester as the economic, social, cultural, transportation, and institutional center of our county and region. We will seek out opportunities to plan and communicate effectively and work together with other governments to develop solutions to our common problems, in a way that recognizes a collaborative neighborhood/regional/global perspective rather than a city/state/nation perspective."

It's no secret that I believe regional partnerships will be essential in the coming years, as all municipalities, large and small, continue to struggle with fiscal constraints, rising costs, and limited or stagnant population growth.

It's my belief that the more we learn to come together to form alliances and partnerships, the more we learn to collaborate instead of compete, the more we learn to work together for the common good of our communities, the more we will all benefit.

Fortunately, some partnerships are already underway. Here are some of the collaborations that were underway during the past year.

Of course one of our largest and most important regional partnerships continues to be the **Renaissance 2010 Stewardship Council**. This group provides oversight and guidance for implementation of the total Renaissance Plan. It is comprised of high-ranking representatives from major corporations, religious organizations, public agencies, educational institutions, neighboring municipalities, and community-based organizations in the Rochester area.

During the last 12 months, the Stewardship Council has continued to focus its efforts on ensuring that the goals of the Renaissance Plan are achieved and implemented.

The Rochester Housing Development Fund Corporation (RHOFC): Rochester is one of only a handful of communities in the nation to have entered into an agreement with the U.S. Department of Housing and Urban Development (HUD) to purchase its inventory of FHA-foreclosed single-family properties under the Asset Control Area Partnership Program.

This will ultimately result in approximately 600 such properties being purchased annually by the City, one third of which will be renovated and resold to owner-occupants, creating additional affordable home ownership opportunities.

To undertake this task, the City has worked in cooperation with the Enterprise Foundation, the Greater Rochester Housing Partnership, the United Way, the Community Preservation Corporation, and a consortium of local banks.

These partners have committed \$9 million in financing to fund the RHDC's acquisition and rehabilitation

of these properties. The City will also engage more than a dozen local non-profit housing development corporations to renovate and sell these homes to low and moderate income households.

This is a unique and innovative approach, which HUD believes will serve as a model for other communities across the nation.

Adoption of the International Building Code for New York State: The City of Rochester is actively participating on a committee with the Governor's Office of Regulatory Reform and the Department of State to review inadequacies in the State building code, and to encourage the State to adopt a more flexible model code.

Unfortunately, the current code does not allow for the types of changes that are necessary to breath new life into older buildings, and does not allow for the degree of flexibility necessary to encourage creative reuse of existing buildings which are important architectural resources that reflect the heritage and history of our community.

A model code will facilitate redevelopment of these building, while preserving and revitalizing our existing urban landscape, yet also meeting our needs for modern building usage.

The State Fire Prevention and Building Code Council have already approved a motion to incorporate the family of International Codes into the new York State Uniform Fire Prevention and Building Code and the State Energy Conservation Construction Code languages.

Last year, we collaborated with two towns (Brighton and Hamlin) to digitize local history files and images. These images have been added to the Central Library's "**Rochester Images**" web page, which has gained national

acclaim as a mechanism for organizing and displaying local historical maps and images. This project was funded by grants from the State Archives and Records Office.

In 2001, we transferred ownership of **Camp Eastman** to the Town of Irondequoit, further demonstrating inter-municipal cooperation and support for development for the Port of Rochester.

Through a collaboration with the Rochester Museum and Science Center, an exhibit centered around the **Diversity of Rochester** is now on display at the museum. The exhibit features old photographs from the Public Market, undisputedly one of Rochester's most diverse gathering places throughout the history of this city.

Our Emergency Communications Department (911 Center) established special partnerships with the Monroe County Sheriffs Office Team, the Rochester Fire Department Team, and the Greece Police Department Team in an effort to work out systemic procedural and protocol issues between the departments.

In some cases, these teams have developed and implemented new ideas to utilize technology to better assist each department in promoting public safety.

Other much talked about partnerships are in the planning process or under discussion. Projects such as the Fast Ferry, the Performing Arts Center, the Downtown Bus Terminal, and the revitalization of Midtown Plaza will undoubtedly require the cooperation and collaboration of a number of independent entities.

Perhaps, if we can work together as partners, these projects will come to fruition. If not, it will be a tremendous loss for the entire metropolitan region.

Campaign 6 - Economic Vitality

"It is the policy of our city to promote an environment in which business can develop and flourish; to develop a diverse local economy that supports quality jobs, produces new product, service, and technology innovations, and high-quality business and personal services; and to create a highly skilled workforce that embraces creativity and our rich entrepreneurial spirit. We will also promote and pursue the management of our community identity as a world-class city in which to do business, as well as a highly desirable place to live, work, and visit."

A strong economy is essential to the well-being of any city. In order to thrive, businesses must be able to operate profitably, to grow and expand. Jobs must be plentiful and available to those individuals who have employable skills.

For the past eight years, my administration has worked diligently on economic development in the City of Rochester. We have been successful in bringing both jobs and new businesses into our community. Last year, we continued our hard work in this area, with the following positive results:

In 2001, \$2,653,500 in public investment and \$44,389,400 in private investment was infused into our local economy. Additionally, a total of 1,391 new jobs were created, and 1,388 existing jobs were retained.

Our Department of Economic Development supplied its first loan to assist a local biotechnology company. **Vaccinix, Inc.** received \$250,000. through the Industrial Loan Fund. The company, which researches vac-

cines to combat cancer and other diseases, recently relocated its operations from the U of R Medical Center to 1895 Mt. Read Blvd., resulting in the retention of 23 jobs and the creation of an additional 52 jobs.

In 1998, the **Rochester Economic Development Corporation (REDCO)** worked with the community and made a major investment in Phase I of the development of the Upper Falls Shopping Center. **Phase II** of the construction was completed in August 2001, and contains 10,500 square feet of the total \$74,500.

Two clothing businesses, **Lifestyle Street Gear** and **Lifestyle Kids Gear**, occupy 6,500 square feet of the new space. The businesses have also added 12 part-time and 3 full-time positions, all of which have been filled by city residents.

Day Environmental relocated its offices from Brighton to the High Falls District in September 2001. The new offices are uniquely located beneath the City's festival site terrace. Day Environmental currently

employs 25 individuals and plans at expanding at an annual rate of between seven and ten percent over the next three years.

Rather than creating a new suburban location, **Bryce & Doyle** reinvested in their city location and expanded their showroom at 39 Jay Street.

Popular sandwich shop **Subway** took advantage of an opportunity for increased sales activities in the city and opened a new restaurant at 1378 Mt. Hope Avenue in November 2001. Subway plans to develop 3-5 new restaurants in the city in 2002.



Joe's Auto Parts, located on North Street, received a \$54,000 loan through the **Targeted Business Assistance Program**. The funds were used for inventory, rehabilitation, equipment, and working capital.

In early 2001, **Maguire Family Properties**, a local developer and manager of industrial properties, purchased the former General Motors plant at 500 Lee Road to create the **Lee Road Business Park**. The facility contains approximately 400,000 square feet and is located on a 30-acre parcel in the Outer Loop Industrial park.

The purchase breathed new life into a structure that had been vacant for nearly two years. The building is

currently being leased to commercial and industrial users, and is being renovated to tenant specifications. The facility should be fully leased by 2003.

The cost of the project is estimated at \$7,400,000, which includes \$4,900,000 for purchase of the property and \$2,500,000 for renovations.

Development of Lee Road Business Park will result in the creation of at least 200 new jobs, as well as the retention of at least 200 current jobs. At least 51 percent of the new jobs are expected to be filled by low and moderate income persons. The City assisted Maguire Family Properties in obtaining bank financing for the project.

The City provided a \$125,000 loan through the Industrial Loan Fund to finance three critical pieces of production equipment for **Stefan Sydor Optics, Inc.**, a company that provides precision optical components to the optics community.

As a result, 19 existing jobs will be retained, and ten new jobs will be created within three years.

City officials also assisted with the opening of the **Central Park Soul Food Cafe** last October. This new restaurant, located in the former Roger's House restaurant, now has two affordable apartments available for rent on the second floor.

In addition to bringing new jobs and businesses into the city, the Economic Development Department stayed busy with a number of other projects last year.

The North Clinton Avenue design charette and the Genesee St./Brooks Ave. community visioning workshop held to obtain ideas for a new, revitalized look for these areas.

The City of Rochester had a phenomenal showing in Inc. Magazine's listing of the **Inner City 100**. Three local businesses, E-Z Net, Panther Graphics, and Rochester Software Associates, were named to the Initiative for Competitive Inner Cities (ICIC), which celebrates the entrepreneurship and leadership of 100 of America's fastest growing businesses in inner-city neighborhoods. Another Rochester business, Buckingham Properties, received an Honorable Mention. This was the first year Rochester companies were listed on the Inner City 100.

More than 60 people attend the **Business Opportunity Forum** to learn more about acquiring an existing business or a franchise.



Approximately four sessions were conducted as part of an effort to develop the **West Main Street Revitalization Vision**. The meetings were held with neighborhood stakeholders that consisted of small business people, developers and residents.

One of the conclusions from these sessions centered around the idea that this neighborhood must be promoted based on its rich history that includes Susan B. Anthony, Frederick Douglass, and the Underground Railroad.

Last year, major changes to the Economic Development Zone resulted not only in a new name—**Empire Zone**—but more importantly, substantial new benefits. Municipalities now have greater flexibility in determining the boundaries of the zone.

Given these dramatic changes, our Economic Development Department quickly recognized the potential development opportunities for the city, and immediately began to apply for the necessary approvals to amend the boundaries of the zone.

At the time, our Empire Zone was at the maximum size of two square miles allowed by New York state. A public hearing was held to delete undevelopable land within the current boundaries. Through this process, approximately 353 acres of public right-of-way and residential properties were eliminated from the zone, creating an opportunity to reconfigure the zone boundaries.

The Empire Zone program offers a variety of tax incentives and a utility discount for qualified new and expanding businesses located within its boundaries.

New York state recently approved the reconfigured zone boundaries. The changes are expected to stimulate major new investment and create hundreds of new jobs.

Campaign 7 - Quality Service

"It is the policy of our city to provide high-quality services, programs, information, and infrastructure to our citizens in a way that is efficient, affordable, accountable, and takes into account the diverse needs of our citizens, builds trust and understanding, is based on communication, partnership, and collaboration, and where appropriate, reduces demand for those services by encouraging citizen and self-sufficiency."

As has always been our practice, we continued to provide the best possible service to you, our customers. Quality service is one of our highest priorities, and despite fiscal challenges and dwindling resources, we remain steadfast in our attempts to develop new and better ways to do business.

Our sound financial practices remained constant in 2001. We continued to maintain credit ratings from **Standard and Poors (AA)** and **Moody's Investors Service (A2)**, even in the face of a declining tax base and less-than-stellar economic conditions.

Additionally, we continued to receive the **GFOA Certificate of Achievement for Excellence in Financial Reporting**, for the 17th year. This is the highest award granted by the Government Finance Officers Association of the United States and Canada.

To improve our ability to process, deliver, and store data within our government, the City of Rochester invested in a new mainframe computer system during 2001. More than 65,000 transactions are processed via the City's mainframe each day, and

in excess of four billion records of data are stored and retrieved.

Since the new system has been in place, processing and system response time has improved dramatically. We are now able to shift resources in technical support areas to help City government prepare for future technology changes and reduction in the workforce.

We are also continuing and expanding our venture into **E-Government** services. For next-to-nothing, we were able to purchase \$450,000 worth of hardware and software from a failed business venture that provided Internet-based services to local governments. As such, we can now process our own e-transactions.

Between February and October 2001, we processed 900 e-transactions for water bills, parking tickets and electrical permits. While this is still a minuscule proportion of our total transactions during this time period, we realize that e-transactions will be the wave of the future and we will be prepared as demand for the service increases.

Last year, our Central Library instituted "electronic reference" service. This new service enables people

to submit questions via e-mail to librarians at the Central Library. It is available from the library's web page and is available 24 hours a day.

In 2001, the Central Library also raised \$75,000 in private funds to allow for the continuation of **Sunday service hours** for the third straight year. This service would have been discontinued without a \$10,000 challenge grant from City Council, and contributions from Tops Supermarkets and an anonymous donor. Sunday hours continue to be extremely popular and attractive to families.

Our Department of Environmental Services continued to make improvements to better serve our customers.

During 2001, our Water Bureau continued its **Remote Reading Meter Replacement**. The bureau is replacing all outdoor water meter reading devices for all residential customers.

Additionally, approximately 10.9 miles of the city's water main have been replaced, and 30.4 miles of pipe have been cleaned and relined.

The Water Bureau's **Conduit Modernization Design and Implementation Project** is also underway. The Honeoye Creek Bridge Conduit Rehabilitation Project is relocating two major water conduits under Honeoye Creek, and the Canadice Diversion Tunnel Rehabilitation Project is repairing 2,110 feet of 60-inch concrete tunnel.

We also applied for funding from the **New York Power Authority** for monies to finance HVAC, lighting, and building automation upgrades in five major city facilities. The upgrades will result in an estimated savings in energy costs to the City of approximately \$192,000 per year.

An **Asbestos Management Plan** has also been implemented for all city facilities.

To prevent historic and original interment records from being permanently lost, the City received a \$47,000 grant for the microfilming, scanning, and computer indexing of 375,000 interment records at Mt. Hope Cemetery. The same project will be funded by the City to preserve 75,000 records at Riverside Cemetery.

The Bureau of Parks and Recreation developed a Permit Team to improve the permit system. New rules have been established for permits, deposit requirements, and enhanced communications with permit applicants.

Additionally, a "Parks Operations Procedures and Standards" manual was completed, and staff training was conducted as part of our effort to improve efficiency and customer service.



To improve customer safety, pick-up efficiency, handicapped accessibility, and market appearance, a number of improvements were put into place at the **Public Market**. New market rules were developed for tenants, a new traffic circulation system was put in place, walkway isle boundaries under open sheds were widened, tables with umbrellas were installed at tables in the market's center, and an ATM was installed in the market office.

A customer service survey was also circulated to give market patrons an opportunity to voice their opinions about potential improvements.

In an effort to better serve the community, the Rochester Police Department engaged the **Center for Governmental Research (CGR)** to conduct a thorough study of RPD's Patrol Division. The purpose of the study was to evaluate the demands for service currently placed on the Patrol Division, and to recommend the most efficient way to allocate patrol services to meet that demand.

CGR's report was completed in late 2001. At this time, CGR's recommendations are still being evaluated.

Our Emergency Communications Department (ECD), also known as the 911 Center, continued its high standard of operation during the last twelve months.

Last year, ECD implemented **Police Protocol**, a series of cards that assist the 911 operators with answering emergency calls. The cards assure that all necessary questions are asked, all descriptions are obtained, and that the callers are kept as safe as possible until help arrives.

To better serve customers in crisis, ECD has also established direct computer links to Rochester Gas & Electric, the Regional Traffic Control Center, and the Rochester U.S. Customs Office.

On a number of occasions during the past year, our NBN process was recognized for having a unique citizen engagement process and technology initiatives. NBN staff attended several workshops which included the National Weed and Seed conferences in Philadelphia, PA and Washington, DC, and the accreditation training in Charlotte, NC.

NBN staff were also asked to present information on the initiative at the Information Management System at the National Civic League Conference in Washington, DC.

In June 2001, the Planners Network National Conference showcased the NBN process as the guidebook in community building.

And finally, Government E-Business magazine (formerly Civic.com) featured the NBN process and Sector 10 as the cover story for their September 2001 issue titled "Government at the Grass Roots."

The following awards were received during 2001 as a testament to the high level of service provided by City personnel:

Our 911 Center became the first communications center to receive **full accreditation** from CALEA (Commission on Accreditation for Law Enforcement Agencies);

ECD was also certified as a **Center of Excellence** by the National Academy of Emergency Medical Dispatchers;

Our Department of Environmental Services (DES) received the Monroe County/Genesee Valley Branch of the American Public Works Association's **"Project of the Year"** award for transportation projects for the **Ford Street Rehabilitation Project**;

DES also received the Monroe County/Genesee Valley Branch of the American Public Works Association's **"Project of the Year"** award for historical restoration/preservation for the **Rochester Public Market**; and our Recreation Division received the **Best Programming Award** at the Program Our World Conference in Columbus, Ohio.

Campaign 8 - Tourism Destination

"It is the policy of our city to promote recognition of our city and region as a tourism destination that embraces a broad range of 'four-season' tourist attractions centered on our unique waterfront resources, recognizing especially the centrality of the Genesee River to the life of our community, along with arts, cultural, sports, and entertainment facilities as well as our reputation as a supportive and innovative community, in a way that contributes to our community's local and national image as well as its economic vitality and growth."

Think of some of the country's prime tourist destinations, and chances are that Rochester, New York won't be on that list—at least not yet. As part of the R2010 Plan, our goal is to change that perception.

Rochester and the surrounding region have a lot to offer tourists, and we aim to offer them even more in the near future.

This year, you've probably noticed all the publicity surrounding **"Coldrush,"** a campaign aimed at encouraging individuals and families to take full advantage of all the cold weather entertainment and activities available in this region.

And I'm sure you are all aware of our continuing efforts to begin **Fast Ferry** service between the City of Rochester and the City of Toronto. Our hope is that plans for this project will be solidified shortly, and work on the ferry boats will soon begin. Construction at the Port of Rochester is already well underway to implement improved amenities and services for patrons at the lake to enjoy.

Other proposed projects, such as the **Performing Arts Center** and the **downtown bus terminal** also have tremendous potential to bring more people to the city.

While these major projects are still in very preliminary stages, we have not been idle in our efforts to increase tourism. We do have some concrete accomplishments to report that are aimed at increasing the number of visitors to our city.

The **Rochester MusicFest** successfully established Genesee Valley Park as its new venue last summer, allowing for significant expansion of



the event. Word of the MusicFest is spreading throughout the region, and travelers from nearby cities are already attending in relatively significant numbers.

During 2001, we secured \$1.2 million in funding from **Constellation Brands** to purchase and install a new video scoreboard and television production equipment for the Blue Cross Arena at the War Memorial. These improvements will undoubtedly increase fan attendance at sporting events at the arena.

Last year we also developed a marketing plan for promoting Rochester as a port of call for cruise ships operating on the Great Lakes.

We hosted the 2001 Olympic Torch Run as it made its way cross country to Salt Lake City. Hundreds of people came out to witness this historic event.



Our efforts to make Mt. Hope Cemetery into a park/tourist attraction continued. To improve the appearance of this beautiful, historic resting place, the **Friends of Mt. Hope** restored the historic gazebo, as well as the cobblestone road on Ravine Avenue. Additionally, over 10,000 stones were uprighted, 50 gardens were planted, and over 100 tours for more than 3,000 visitors were conducted.

Our city was also awarded a grant from the **American Planning Association** to hold a historic cemetery conference. Seventy-two attendees from various parts of the country attended. The grant will also pay for the production of a tourism brochure for Mt. Hope.

As a follow-up to this first successful conference, the International Cemetery and Funeral Association will hold the annual **Small, Municipal, and Religious Conference** in Rochester in 2003.



I truly believe that in the coming years you will see a great many more people visiting our city and region to enjoy the wonderful array of summer and winter activities we have available. Our own local residents should be sure to take advantage of all of the opportunities we have to offer as well.

Campaign 9 - Healthy Urban Neighborhoods

"It is the policy of our city to support unique, vital, inter-connected urban neighborhoods which provide a variety of housing choice, accessible goods and services in a village-like setting, pedestrian-friendly environments, appropriate transit and parking facilities, and access to park, recreation, environmental, and cultural amenities."

Neighborhoods are the lifeblood of any community, of any city. No city can flourish if its neighborhoods do not flourish. Our mission for the last eight years has been to bolster our neighborhoods, reinvigorating those who suffer from serious daily challenges, and sustaining those that are strong and vibrant.

Our Neighbors Building Neighborhoods process, as well as our **Neighbors Shopping Neighborhoods** initiative, have provided us with the ability to work very closely with residents and local businesses to determine the needs and wants of individual neighborhoods so that changes or improvements can be made to the satisfaction of those who will be directly impacted.

One of the basic elements necessary for healthy urban neighborhoods is high quality, affordable housing stock. Over the years, we have undertaken a number of housing initiatives to make quality homes available to all those who need them.

Most recently, we completed **Anthony Square** in 2001. Anthony Square embodies the spirit of a renaissance community. This three-and-one-half year project transformed a 7.4 acre housing project into a completely new and vital community.

Anthony Square now consists of 23 affordable owner-occupied single family homes, 45 units of affordable

rental housing, and construction of a new street.

The **City's Homeownership Investment Program (HIP)** was one of the first of its kind in the nation. The agreement between the City of Rochester and HUD allowed the City to purchase and sell HUD inventory of foreclosed properties located in certain city zip codes.

The program promotes owner occupancy, rehabilitates housing stock, and creates affordable housing choices.

We are currently in the third year of a five-year revitalization strategy for the **Brown Street** neighborhood. The Brown Street campaign allows provisions for aggressive code enforcement, new commercial development, the acquisition and demolition of blighted properties, and the development of new owner-occupied homes as well as rental units.

To date, 16 properties have been acquired, 25 properties have been demolished, 15 rental units have been constructed, and 18 owner-occupied, single family homes have been developed. Eight additional single-family homes are near completion.

The Community Development Department also worked with NET staff to develop the **Targeted Blighted Structure Demolition effort**.

To help clean up neighborhoods and eradicate blight, small geographic areas of housing are slated for demolition, rather than taking a "scattergun" citywide approach. Last year, we undertook a major zoning ordinance revision, the first such effort since 1975. That revision was recently completed, and a series of meetings were held to allow for public comment. The document will now be revised and fine-tuned. Formal presentation of the new zoning ordinance to the City Council will take place later this year.

The Zoning Division, in conjunction with the Corporation Counsel's office, was also instrumental in investigating sexually-oriented businesses in the city. As a result, new legislation has been adopted to more effectively regulate these types of businesses.

Providing adequate and appropriate services for our youth is another important aspect of healthy urban neighborhoods. In keeping with this philosophy, our Parks and Recreation Bureau made a number of changes and improvements at City recreation facilities.

The exterior of the **Humboldt Recreation Center** was totally reconstructed. New fencing, walkways, basketball courts, tennis courts, playground apparatus, and water play areas were put in place.

Wood gym floors were installed at four rec centers: **Adams St., Clinton-Baden, Flint St., and South Ave.**

A new main entranceway was installed at the **Clinton-Baden Community Center**, and the Baden playground had four tennis courts and four handball courts refurbished.

Eight tennis courts were rehabilitated at **Genesee Valley Park**, and **Edgerton Park** fixed four tennis and four handball courts.

New playground apparatus, protective surfaces, and landscaping were installed at **Meigs-Linden Park**.

Preliminary site work has also started in conjunction with the new **Carter Street-Eastside/Community Place** facility.

The preliminary site concept for the **Webster Community Center** has been completed.

The Manhattan Square Park Rehabilitation Draft Plan was completed. The public input session will be conducted soon.

Phase IV of the Public Market Improvement Plan was completed. Additional electrical outlets have been installed, along with improved lighting, fifty percent of the roadways and parking lots have been paved with asphalt, and a number of walkways have been improved.

Our branch libraries also provided new services for youth. Private funds were secured to hire a **Youth Services Coordinator** to provide special after-school programming at the Wheatley and Arnett branches.

Since the new positions were put in place last October, disruptive behavior by youth at these libraries has dropped significantly.

The **Toy Resource Center** at the Lincoln Branch has been renovated to better accommodate children and their parents who wish to borrow toys from the collection.

A Toy Library also opened at the **Maplewood Edgerton Toy Library**, 41 Backus Street, through the efforts of the Dewey Avenue NET office. The facility's mission is to encourage and support healthy child-parent relationships by providing toys that are educational in nature.

The Wheatley Branch library also hosted the **Kid-Tech** computer-training program last year for the second consecutive year. Over 100 children received computer training and free recycled computers.

Campaign 10 - Center City

"It is the policy of our city to pursue recognition and development of our downtown as the region's 'Center City' to include an exciting mix of housing, specialty retail and services, restaurants, arts and cultural venues, entertainment and 'nightlife.' We will also encourage the marketing and promotion, both regionally and nationally, of our 'Center City' as the economic and cultural core of our region and its recognition by both citizens and visitors as being safe, vital, and exciting."

I would be less than honest if I did not admit that serious challenges face our Center City and its revitalization. Competing interests continue to pull businesses and merchandisers out of the Center City and into suburban office parks and malls.

But I would also be less than honest if I said that nothing can be done to change the present condition of our downtown area. Other cities have accomplished this goal, and I believe there is no reason why we can't do it here in Rochester, too.



We continue to work with community and business organizations to develop and implement **design charettes** and other participatory events around our 2010 objectives and other opportunity areas.

Charettes held to date include: Center City, Winton East Avenue, and Brooks/Genesee. A preliminary conceptual master plan for our center city has also been completed.

We have also developed web site initiatives and projects that highlight and publicize plans, design models, and action agendas for the Center City, among others.

Our Center City has become more alive in recent years. The success of High Falls and Frontier Field bring hundreds to the downtown area for special events, as do various activities at the Blue Cross Arena at the War Memorial.

A number of "night spots" are currently in operation, making it easier to find entertainment in the downtown area.

Last summer, we hosted the **"Main Game: Recreation Inside-Out"** on Main Street. This family event showcased our recreation center services with tent displays, activities, and demonstrations.

We have also experienced an increase in market-rate housing in our center city. Future plans call for even more housing. And we should soon see evidence of the new homes that will be constructed as part of the Corn Hill Landing project.

Campaign 11 - Arts and Culture

"It is the policy of our city to support and promote arts and cultural events, activities, and institutions in a way that establishes our city as a 'world-class' cultural center, contributes to our community's life, vitality, and growth, and promotes citizen and business partnerships in using those resources to create economic development and community pride."

There's one aspect of Rochester that's not up for debate: for a city our size, we are extremely fortunate to have so many fine cultural institutions and organizations.

Our community members can take advantage of wonderful museums such as the **Rochester Museum and Science Center**, the **Memorial Art Gallery**, and **George Eastman House**.

Our children have access to **Strong Museum**, consistently rated one of the best children's museums in the entire country.

Wonderful plays and musicals can be seen practically every night because we are lucky enough to have **Geva Theatre** and the **Rochester Broadway Theatre League**.

We are the home of **Garth Fagan Dance**, the **Eastman School of Music**, the **Rochester Philharmonic Orchestra**, and a host of talented artists, sculptors, musicians, dancers, and actors.

But we are also fortunate to have community residents who appreciate the importance of art. Our NBN sectors have encouraged the display of **public art** in various neighborhoods throughout the city, and many now have permanent public art pieces on display for everyone to enjoy.

We are currently in the midst of conducting a **Historical Building Survey**. The goal of this project is to research historically relevant struc-

tures and resources in order to recommend their placement on the State and National Register of Historic Places. When completed, the City will have located and preserved a living museum of our past, while at the same time giving us a preservation plan for the future.

Last year's **Horses on Parade** exhibit breathed new artistic life and enthusiasm into the city and the surrounding region. Thanks to the efforts of the High Falls Brewing Company and Dixon Schwabl Advertising, more than one hundred fiberglass horses were on display for several months during the spring and summer, showcasing the talents of some of our regions most gifted artists.

An **Entertainment Task Force** was established last year to take a hard look at some of the activities taking place in our community, as a way of making sure that all groups have access to a wide variety of entertainment venues. As a result of that Task Force's findings, 13 citywide teen socials were conducted to make sure that sufficient entertainment activities were directed toward youth.

Our city is alive with art and culture. We must support and appreciate our artistic community and their contributions to us. It is our task now to build upon this solid foundation of creativity, and to protect and preserve this valuable asset to our community.

In Conclusion

After reading this report, it is my hope that you will help dispel the myth that nothing is going on in the City of Rochester.

To the contrary, there is a lot happening! The energy and commitment generated by those individuals involved with neighborhood associations, block clubs, NBN sectors, business associations, community groups, nonprofit agencies, and everyday citizens continues to amaze and encourage me, as we move forward with our implementation of the R2010 Plan.

We've been working diligently during these last eight years to make a significant difference in Rochester—and we've been working together. At times it may seem as if we haven't progressed as far or as quickly as we'd like, but the truth is we have come a long way.

Just take the time to think back to what Rochester was like in 1994 and what it's like today. You'll have to admit there is a distinct difference, and your dedication and consistent hard work have played a key role in effecting this change.

We have moved forward step by step, inch by inch, day by day, and although it looks as though we may be facing some tough fiscal times ahead, we cannot afford to lose the momentum we have built up over these years.

It will be up to all of us to think of creative ways to continue rolling out the Renaissance Plan. We can't stop now—we're in too deep, and the future of this community depends on our ability to stay with our charted course rather than abandon ship because the waters may get a little rough.

Long after I've left office, I want to live in a city that is full of energy, that is thriving, where it is rare to find poverty and unemployment, where entrepreneurs want to do business, and where neighbors care about each other. I want to live in a city that my daughters and grandchildren will want to live in, where they will be able to excel in their careers, have ample opportunity for entertainment, yet still enjoy a relaxed atmosphere that is conducive to raising a family. I want that city to be Rochester. I know it can be all that and more.

Let's take these next four years and build a legacy for Rochester that we can all be proud to say we were a part of. Let's take the Renaissance 2010 Plan and use it to chart our future and decide what direction we really want to take.

If we do these things, we can change our destiny. We can change our identity. We don't have to be known as that snowy upstate city between Buffalo and Syracuse. We can be the mid-sized city that everyone in the country can't wait to come and visit.

It's easier to accomplish than you think, but only if we all work together toward one common goal—making Rochester better for everyone who lives here.

Thank you again for your support. I look forward with great anticipation to the coming years.

Visit the City's website (www.cityofrochester.gov) to view the multimedia version of the State of the City Address presented on March 4, 2002, at Geva Theatre.

Additional copies of this report may be obtained from the City's Bureau of Communications, City Hall, Room 202-A 30 Church St., Rochester, NY 14614, or by calling (716) 428-7135.

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